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ABSTRACT

This resource guide describes the North Dakota University System and provides information about the programs and costs of higher education in the North Dakota system. An introduction describes the institutions in the system: two doctorate granting institutions (the University of North Dakota and North Dakota State University), one master's granting institution, three baccalaureate universities, and five campuses that offer associate and trade/technical degrees (two-year institutions). The second section of the report describes the leadership and organizational structure of the system, the State Board of Higher Education, and the campuses. The third and fourth sections present highlights of system accomplishments and a report by a recent roundtable on higher education in North Dakota. Section 5 describes student admission requirements and characteristics, including characteristics of those who complete programs. Section 6, "Education Excellence-Faculty & Staff," describes the system's employees. Section 7, "Flexible and Responsive," discusses consortia and exchange programs in which the university system participates. "Access-General," section 8, provides detailed discussions of financial aid and student costs, including dual credit programs. Section 9, "Access-Technology," is a discussion of the university's technology infrastructure and networks and programs in which the system participates. "Funding and Rewards," section 10, discusses the annual budget of the university system and describes facilities and staff and faculty salaries. Section 11, "Economic Development Connection," discusses graduation employment and retention and summarizes the workforce training system. The final section, "Sustaining the Vision," discusses the system's strategic planning. (SLD)

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NORTH DAKOTA
UNIVERSITY SYSTEM

The Vital Link to a Brighter Future

Resource Guide

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2003 Legislative Session

HE035059

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NORTH DAKOTA
UNIVERSITY SYSTEM

The Vital Link to a Brighter Future

December 2002

Dear Reader:

Thank you for your interest in the North Dakota University System (NDUS)!

We hope you will find the NDUS Resource Guide a valuable tool for exploring the system and learning more about how it carries out the NDUS vision statement as *the vital link to a brighter future* for our citizens and our state.

Since the first institution of higher education was established in 1883, our state's public colleges and universities have provided education, intellectual capital and economic stimulation for the state. Now, in the 21st century, the University System is a key player in shaping the destiny of North Dakota.

We pledge our continued commitment to meeting the expectations of the Roundtable on Higher Education and to serving North Dakotans to our fullest potential.

Sincerely,

Chuck Stroup, President
State Board of Higher Education

Larry A. Isaak, Chancellor
North Dakota University System

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NORTH DAKOTA
UNIVERSITY SYSTEM

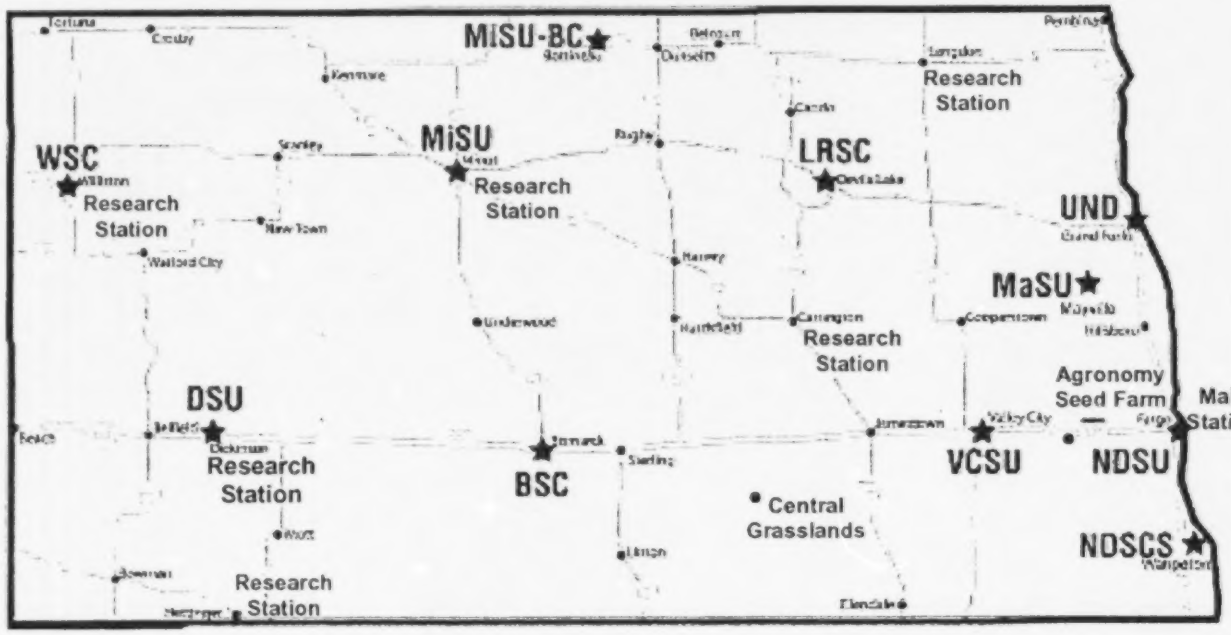
Introduction

December 2002

Location of Institutions and Entities

The NDUS is composed of two doctoral-granting institutions, one master's-granting institution, three universities that offer baccalaureate degrees and five campuses that offer associate and tradeltechnical degrees. Each institution is unique in its mission to serve the people of North Dakota.

NORTH DAKOTA UNIVERSITY SYSTEM
Location of Institutions and Entities



Doctoral Institutions:	UND, NDSU
Masters Institution:	MiSU
4-Year Institutions:	DSU, MaSU, VCSU
2-Year Institutions:	BSC, LRSC, MiSU-BC, NDSCS, WSC
Research Stations:	Agronomy Seed Farm-Casselton, Carrington, Central Grasslands-Streeter, Dickinson, Main Station-Fargo, Hettinger, Langdon, North Central-Minot, and Williston

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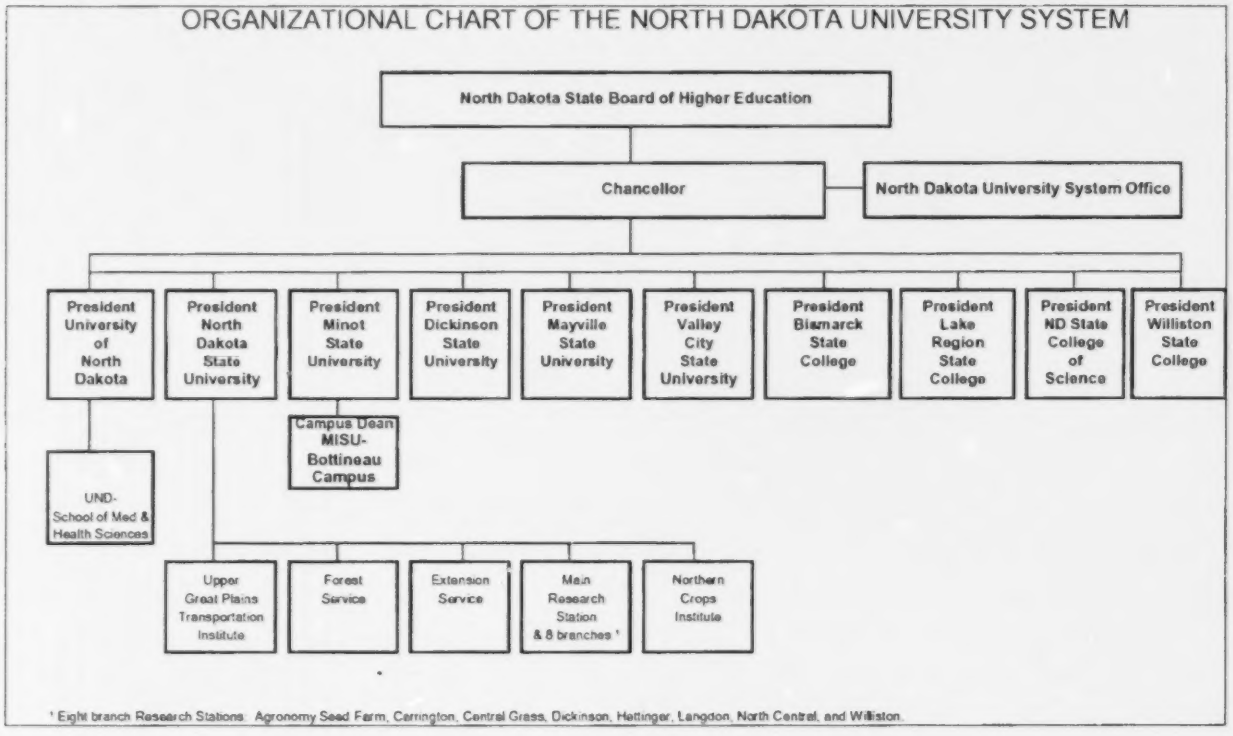
NORTH DAKOTA
UNIVERSITY SYSTEM

Leadership and Organizational Structure

December 2002

Organization of NDUS

The North Dakota State Board of Higher Education (SBHE) is the governing body for North Dakota's 11 publicly supported colleges and universities. In addition to the 11 campuses, the SBHE also oversees the Agricultural Research Stations, North Dakota Cooperative Extension Service, Northern Crops Institute, State Forest Service, and the Upper Great Plains Transportation Institute.


ORGANIZATIONAL CHART OF THE NORTH DAKOTA UNIVERSITY SYSTEM
North Dakota State Board of Higher Education
Chancellor
North Dakota University System Office
President University of North Dakota
President North Dakota State University
President Minot State University
President Dickinson State University
President Mayville State University
President Valley City State University
President Bismarck State College
President Lake Region State College
President ND State College of Science
President Williston State College
Campus Dean MISU-Bottineau Campus
UND-School of Med & Health Sciences
Upper Great Plains Transportation Institute
Forest Service
Extension Service
Main Research Station & 8 branches [1]
Northern Crops Institute
[1] Eight branch Research Stations: Agronomy Seed Farm, Carrington, Central Grass, Dickinson, Hettinger, Langdon, North Central, and Williston.

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Organization of NDUS (cont.)

- The State Board of Higher Education (SBHE) consists of seven citizen members, one student member and one faculty advisor. The governor appoints the voting citizen members to four-year terms. These appointments require the consent of the majority of the North Dakota Senate. The governor also appoints the voting student member to a one-year term on the board from a list of names submitted by the North Dakota Student Association. The Council of College Faculties annually selects a non-voting faculty advisor to serve on the board.

- The SBHE is the policy-setting and advocacy body for the North Dakota University System. Decisions on issues with system-wide implications are made by the board and chancellor in consultation with the Chancellor's cabinet (composed of the chancellor, presidents, executive dean and vice-chancellors). The CEOs of the institutions retain authority in managing campus affairs.

- The chancellor's office supports the SBHE in developing public policy for the system's governance and in advocating on its behalf.

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NORTH DAKOTA
UNIVERSITY SYSTEM

Leadership and Organizational Structure

December 2002

State Board of Higher Education

Member	Term Expires	City
Chuck Stroup, President	2004	Hazen
Richard Kunkel, Vice President	2006	Devils Lake
Sue Andrews	2006	Mapleton
Josh Askvig	2003	Dickinson
Bruce I. Christianson	2003	Minot
Beverly Clayburgh	2003	Grand Forks
Ralph Kingsbury	2005	Grafton
Pam Kostelecky	2005	Dickinson
James Grijalva, Faculty Advisor (non-voting)	2003	Grand Forks

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State Board of Higher Education (cont.)

Chuck Stroup, Member 2000-2004, President 2001-2003

Chuck (Charles) Stroup was born in Beulah, ND in 1947. He grew up in Hazen, ND and graduated from Hazen High School in 1965. Between 1965 and 1971 he attended undergraduate and graduate school at North Dakota State University studying economics and business management. In 1971 he joined the United States Army as an Adjutant General Corp officer. Upon his discharge, he returned to Hazen to work in his family's bank. He moved through the ranks at the bank and currently serves as its President and Chairman of the Board.

Several defining non-banking moments in Chuck's life include: marrying Shari, from Eugene, Ore., in 1972; becoming the father of sons Seth and Noah and grandfather of Kale. Other special activities involved his membership on the Vision 2000 Committee (1987-1991), president of the North Dakota Industrial Development Association (1989-1991), and developed Growing North Dakota legislation & served as Gov. Schafer's Director of Economic Development and Finance (1993-1997).

Chuck is active in many aspects of his community and enjoys sailing, reading, woodworking, and golf. In his past, he was a hot air balloon and airplane pilot, president NDSU's student body and an instigator of the Zip-to-Zap in 1969.

Richard Kunkel, Member 1999-2006, Vice President 2002-2003

Dr. Richard Kunkel was appointed in 1999 to serve on the State Board of Higher Education. He was reappointed to another four-year term in July 2002.

Dr. Kunkel received a Bachelor of Science degree in Business Education and Administration from Minot State University, a Master's in School Administration from the University of North Dakota, and a Doctor of Administration from the University of North Dakota. He has also received education in the Superintendent's Leadership Session at Columbia University, President Reagan's Study Forum on Excellence in Education, and the State Teacher Center Executive Planning Board.

Dr. Kunkel was a Business Education and Social Studies teacher from 1957-1959 and became the principal of Edmore School in 1960. In 1962, he became the Superintendent of Edmore Public Schools until 1968.

He was a clinical professor at the University of North Dakota from 1968-1970 and was the acting president of Lake Region Community College for one year. In 1970, he became the Superintendent of Devils Lake Public Schools until 1990.

In 1990, Dr. Kunkel was elected to the North Dakota House of Representatives and served as Vice-Chairman of the Education Section of the House Appropriations Committee. He was on the House Education Committee and the State and Federal Committee in 1991. He was the president of the Young Republicans in 1958.

Dr. Kunkel is past president of the Community Concert Association and the Rotary and is currently a member of the Elks and Eagles. He was an officer with the Tau Kappa Epsilon

State Board of Higher Education (cont.)

Fraternity and has been past president of the United Way. He is on the Executive Council for the Boy Scouts of America and is an officer with the Arts Council of the Lake Region.

He is active in the community of Devils Lake as the Division Chairman of the Devils Lake Centennial, Devils Lake Area Chamber of Commerce Ambassador, and the home rule task force for the city. He is a member of Our Saviors Lutheran Church and is past president of the Council. He also was on the Education Advisory Board of American Lutheran Church International.

Dr. Kunkel is the past president of the North Dakota High School Activities Association and member of the American Association of School Administrators. He was a past member of the North Dakota School Administrators.

He also is a Jaycees Outstanding Young Educator, president of the Lake Region Special Education Board, past president of the North Dakota Study Council, and a member of the Phi Delta Kappa Honorary Education Fraternity and Lake Region Community College Corporation.

Sue Andrews, Member, 2002-2006

Susan Ferguson Andrews was appointed to a four-year term on the State Board of Higher Education in 2002.

Andrews was born and raised in Fargo, N.D., and graduated from Fargo South High School. She attended UND and earned a bachelor's degree in home economics from NDSU in 1974.

Andrews is the executive director of the YMCA of NDSU. She currently serves on the North Dakota Education Fact Finding Commission, the Fargo Public Schools Foundation and the Fargo-Moorhead Area Foundation.

Andrews was a member of the Fargo Board of Education from 1991 to 1998 and served as president of the board and chaired the negotiations and facilities committees. She has served as a member of the board of directors for the North Dakota Education Standards and Practices Board, Fargo-Moorhead Junior League, Village Family Service, Prairie Public Broadcasting, Fargo and West Fargo Teacher Center/Learning Bank, the Governor's Council on the Status of Women and the Fargo Youth Commission.

Andrews and her husband Mark live in Mapleton, N.D. They have two children, Mark IV who attends North Dakota State University and Kate who attends the University of North Dakota.

State Board of Higher Education (cont.)

Josh Askvig, Member 2002-2003
Josh Askvig began serving a one-year term as the student representative on the State Board of Higher Education in July 2002.

Askvig is a Minot, N.D., native who attends Dickinson State University (DSU). He is majoring in elementary education with a minor in political science. He is a member of the prestigious Theodore Roosevelt Honors/Leadership Program.

Askvig has been active in the DSU Student Senate and served as a senator for two years. He was the 2001 homecoming parade chairman and the 2002 homecoming chairman. Askvig is a DSU student ambassador and has been active on the campus activities board; he also has taken part in intramural athletics.

Askvig is a student employee at DSU and has been a summer orientation leader. He has been named to the DSU dean's and president's lists and was inducted into Phi Eta Sigma Honor Society.

Off campus, Josh has been active in the North Dakota Student Association and served as the 2001 - 02 legislative lobbyist. He also serves on the Dickinson Community Center Building Authority and works as a youth soccer coach for the Dickinson Parks and Recreation Department. He is a summer counselor at North Dakota Boys State in Wahpeton, N.D.

Bruce I. Christianson, Member 2001-2003

Bruce I. Christianson, a Minot, N.D, businessman, has been appointed to the State Board of Higher Education (SBHE) by Gov. John Hoeven. He will complete the term of John Korsmo who resigned from the board in July 2001.

Christianson is chief executive officer and general manager of the Magic City Financial Group in Minot. He is a certified property manager and a licensed real estate broker. Christianson served on the Minot City Council from 1980 to 2000 and has been active in professional and civic groups. He has received several honors, including recognition as the Outstanding Young Man in North Dakota in 1980 and the North Dakota Community Leadership Award from the Greater North Dakota Association.

Christianson earned a bachelor's degree in economics from Minot State University (MiSU) in 1973. He is president of the MiSU Development Foundation and past chairman of the MiSU Board of Regents.

State Board of Higher Education (cont.)

Beverly Clayburgh, Member 1996-2003

Beverly Clayburgh was appointed in 1996 to a seven-year term on the State Board of Higher Education.

She currently lives in Grand Forks, N.D., and serves as Third District legislative representative for the North Dakota State Medical Association. She serves on the national board of the Committee for Quality Orthopedic Health Care and the City of Grand Forks Uniform Building Code Board of Appeals. She owned and managed Moorhead Plumbing & Heating Inc. for seven years and later managed the F & C Supply, a plumbing wholesale firm, in Fargo.

Mrs. Clayburgh is a native of Moorhead, Minn., and attended Interstate Business College in Fargo, N.D.

She served as chair of the By-laws Committee of the Moorhead Chamber of Commerce, was a member of the North Dakota Attorney Standards Review Committee, and the North Dakota State Plumbing Board. She is a member of the Fargo-Moorhead Junior League and has served on the Boards of the Clay County American Cancer Society and the MinnDak Red Cross.

She was a member of the Concordia College Board of Regents, serving as secretary of their Executive Committee and on the President's Evaluation Committee. She was a youth leader at the Lutheran Church of the Good Shepherd in Moorhead and was a board member of the Grand Forks United Lutheran Church Foundation.

Ralph Kingsbury, Member 2001-2005

Ralph D. Kingsbury was appointed to a four-year term on the State Board of Higher Education in 2001.

Kingsbury is a native of Grafton, N.D. He received a bachelor's degree in business administration in 1965 and a master's degree in economics in 1968, both from the University of North Dakota.

Kingsbury served in the U.S. Army in Korea from 1968 to 1970. He was an economics instructor at the University of Maryland Far East Division and the University of North Dakota prior to becoming director of institutional research at UND in 1971.

In 1975, Kingsbury left UND to farm near Grafton, N.D. He was director of the North Dakota Board of Public School Education and the North Dakota Board for Vocational School Education from 1981 to 1985. He has served as director of the Nash Public School District, North Valley Vocational Center, Walsh County Farm Bureau, Nash Grain and Trading Company, Grafton Area Chamber of Commerce, Red River Valley Potato Marketing Association and the Red River Valley Sugarbeet Growers Association.

Kingsbury also has served as chairman of the Republican Party in the 16th and 11th districts.

State Board of Higher Education (cont.)

Pam Kostelecky, Member, 2002-2006

Pamela J. Kostelecky was appointed to a four-year term on the State Board of Higher in 2002.

A native of Dickinson, N.D., Kostelecky graduated from Dickinson High School; attended UCLA; the University of the Seven Seas, an international shipboard education program sponsored by Chapman College in Orange, Calif.; and Dickinson State College.

Kostelecky is president and general manager of Sax Motor Co. in Dickinson, N.D., and Sax Motor Co. Southwest in Bowman, N.D. She is president of General Investment Corporation, a real estate and leasing company also located in Dickinson, N.D.

Kostelecky currently is a member of the board of directors for the North Dakota Auto Dealers Association, Dickinson State University Foundation and Dickinson Industries. She is a member of the advisory council for Consolidated Telcom in Dickinson, N.D., and a member of the Greater North Dakota Association, Stark Development Corporation, Rotary International and the National Automobile Dealers Association. She is a past member of the board of directors for the Dickinson Public School Foundation, Trinity School Foundation, Dickinson Public Library Foundation and Norwest Bank in Dickinson, N.D.

Kostelecky's son Christian lives in Dickinson, N.D, and is involved in the family automobile business. Her daughter Randi lives in Savage, Minn., and is a paralegal.

James Grijalva, Faculty Advisor, SBHE, 2001-2003

James M. Grijalva was named faculty advisor to the State Board of Higher Education by the Council of College Faculties (CCF) for the 2001-2002 and re-elected for 2002-2003.

Grijalva is an associate professor of law at the University of North Dakota School of Law. He teaches federal Indian law, native natural resources law, tribal law, environmental law, administrative law and real property law. He also is director of the Tribal Environmental Law Project, which assists tribal governments in developing comprehensive programs for protecting the reservation environment.

Grijalva earned a bachelor's degree with a double major in political science and philosophy from Claremont McKenna College in Claremont, Calif., in 1986 and a law degree with a certificate in natural resources and environmental law from Northwestern School of Law at Lewis & Clark College in Portland, Ore., in 1989. He is admitted to practice in Washington State.

Grijalva regularly writes and speaks on topics related to environmental management in Indian country. He is an immediate past vice-chair of the Native American Resources Committee of the American Bar Association's (ABA) section on natural resources, energy and environmental law. Grijalva also teaches Indian country environmental law in the summer program at Vermont Law School.

NORTH DAKOTA
UNIVERSITY SYSTEM

Leadership and Organizational Structure

December 2002

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NDUS Office (cont.)

Larry A. Isaak, Chancellor

In 1994, the State Board of Higher Education appointed Larry Isaak chancellor of the North Dakota University System. Mr. Isaak joined the University System in 1984 as the assistant commissioner for administration and later became the vice chancellor for administrative and student affairs. During that time, he also was director of the Higher Education Computer Network and oversaw policy development and planning for the statewide computing network.

A graduate of the University of North Dakota, Mr. Isaak received a bachelor's degree in business administration with a major in accounting and a master's degree in business administration. He also completed the Stanford University Business Management Institute of the Western Association of College and University Business Officers.

Chancellor Isaak currently is the second longest, continuously serving state higher education executive officer in the country. Mr. Isaak is a commissioner on both the Western Interstate Commission on Higher Education (WICHE) and the Midwest Higher Education Commission, past president of the State Higher Education Executive Officers, a member of the National Association of System Heads, member and past vice-president of the board of directors of the Northwest Academic Computing Consortium (NorthWestNet), former member and vice-president of the State Personnel Board, a past member and past chair of the State Higher Education Finance Officers, a member of the American Institute of Certified Public Accountant and a member of the State Society of Certified Public Accountants where he served as chair of the Governmental Accounting Committee.

Prior to joining the North Dakota University System, Mr. Isaak was employed by the state Office of Management and Budget and served as the executive budget analyst (1981-84). He also worked for the North Dakota Legislative Council as the assistant legislative budget analyst and auditor (1974-81), and for a private certified public accounting firm in Grand Forks, N.D. (1972-74).

Eddie Dunn, Vice Chancellor for Strategic Planning and Executive Director of the College Technical Education Council

Eddie Dunn is Vice Chancellor for Strategic Planning for the North Dakota University System. He is also Executive Director of the College Technical Education Council (CTEC), a position he has held since January of 1993. As Vice Chancellor, Dunn serves as the primary staff person in the strategic planning area. As Executive Director of CTEC his primary responsibilities are to strengthen the capacity of the two-year colleges to respond to the needs of business and industry regarding workforce training, and increase the capability of the two-year colleges in delivering relevant and up-to-date vocational technical educational programs.

NDUS Office (cont.)

Eddie is a native of LaMoure, North Dakota. He obtained his Bachelor's and Master's degrees from North Dakota State University where he later became an associate professor of agricultural economics and was also Coordinator for the University's Faculty Development Institute. He later served as an economic development specialist with the Cooperative Extension Service and the Agricultural Experiment Station at North Dakota State University. In 1980-81, he served as Program Leader for Economic Development with the Federal Extension Service of the U.S. Department of Agriculture in Washington, D.C. Prior to joining the University System, Eddie was Vice President for Programs and Economic Development for the Greater North Dakota Association.

Eddie is active in Toastmasters International. He has held offices at all levels of the organization including serving on the Board of Directors and the Executive Committee. He was the organization's International President in 1983-84. Toastmasters is a communication and leadership organization with more than 175,000 members in over 60 countries.

Laura Glatt, Vice Chancellor for Administrative Affairs

Laura Glatt is the chief financial and administrative officer for the NDUS and is responsible for developing policy and coordinating services for financial planning and budgeting, system human resource services, capital planning and budgeting, retirement and disability programs, interstate reciprocity agreements, purchasing, state financial aid programs, information management and computer technology and auditing.

Prior to assuming her current position, she served as Director of Finance for the NDUS. Prior to this, she was a Management and Fiscal Analyst with the Office of Management and Budget, Controller for the North Dakota State Treasurer. Ms. Glatt is a Certified Public Accountant and holds a master's in management from the University of Mary in Bismarck.

Michel Hillman, Vice Chancellor for Academic and Student Affairs

Mike Hillman was appointed Vice Chancellor for Academic Affairs for the North Dakota University System in June 1996. He previously was the Director of Academic Affairs for the South Dakota Board of Regents, a position he held since 1987. His other experience includes serving as a Research Officer in the South Dakota system of higher education, an Evaluation Specialist for the Division of Law Enforcement Assistance in Pierre, SD, and an Adjunct Professor of Psychology at the University of South Dakota. He received his bachelor's degree in psychology from Slippery Rock State College in Pennsylvania, his master's degree in experimental psychology from Indiana University of Pennsylvania, and his Ph.D. degree in experimental psychology from the University of South Dakota in Vermillion.

NORTH DAKOTA
UNIVERSITY SYSTEM

Leadership and Organizational Structure

December 2002

Campus Directory

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Campus Directory (cont.)

Bismarck State College – Donna Thigpen

Dr. Donna S. Thigpen was appointed the fifth president of Bismarck State College by the North Dakota State Board of Higher Education in April 1995 and began her duties at the College on July 1, 1995.

Since Dr. Thigpen was appointed, the enrollment at Bismarck State College has increased by 37% and the College has added 13 new programs. BSC offers over 90 courses and four complete degrees on-line.

Dr. Thigpen has focused on maintaining the strong academic tradition of BSC, developing a national energy center at BSC which now serves students in 39 states, and developing strong workforce training programs for the Southwest Region of North Dakota.

Dr. Thigpen received her doctorate from North Carolina State University. Prior to her appointment to Bismarck State College, Dr. Thigpen served at Trident Technical College in Charleston, SC, and at James Sprunt Community College in Kenansville, NC.

In 1998, Dr. Thigpen was appointed to a three-year term on the Workforce Development Council by ND Governor Edward T. Schafer. She was reappointed to another three-year term on the Council by ND Governor John Hoeven. Dr. Thigpen served as a member of the steering committee of the GNDA Task Force that developed a plan for workforce training in North Dakota. She is currently serving on the ND Executive Steering Committee for the ConnectND Project and chairing the NDUS Executive Steering Committee for the ConnectND Project. Dr. Thigpen serves on the Executive Committees of both the Bismarck Mandan Chamber of Commerce and the Bismarck Mandan Development Association.

Dickinson State University – Lee Vickers

Dr. Lee A. Vickers was named the ninth president of Dickinson State University by the North Dakota State Board of Higher Education in April of 1999 and began his duties at the University June 1, 1999.

Prior to his appointment to Dickinson State University, Vickers served as president of Francis Marion University, Florence, S.C. from 1994-1999. He has also served as president at Lewis-Clark State College in Lewiston, Idaho from 1978-1994. Other administrative posts include executive vice president, vice president for academic affairs, and dean of academic affairs and administration at Lewis-Clark State College.

A native of Laramie, WY, Dr. Vickers received his bachelor of arts degree and master's degree from Adams State College, CO. He earned his doctorate from the University of Wyoming, Laramie.

Campus Directory (cont.)

President Vickers has served in leadership roles in a number of professional organizations, including the American Association of State College and Universities. He served three years as chair of the Committee on Alternatives and Innovations in Higher Education and in 1998-99, he served as chair of the Committee on Access and Inclusion. In 1982, he led an AASCU delegation of university presidents on an education mission to Taiwan. Since arriving in Dickinson, President Vickers has served on the Consolidated Business Advisory Council, Southwest North Dakota Manufacturer's Roundtable, NAIA President's Council, Rotary, the Consortium for North American Higher Education Collaboration, and the St. Joseph's Hospital & Health Center Board of Directors, and he currently serves as the chair of DAC-10 Athletic Conference and the Dickinson Recreation Building Authority. He was recently appointed to the AASCU Presidential Steering Committee for the Global Access Project sponsored by the U.S. Department of State.

Lake Region State College – Sharon Etemad

Dr. Sharon Etemad served Lake Region State College (formerly UND-Lake Region) as Executive Dean from 1987 until July 1,1999, when she became the President. She also served as the Interim Vice Chancellor of Academic Affairs for the North Dakota University System for one year. She received her BS from Jamestown College, MS from Minnesota State University - Moorhead, doctorate from the University of North Dakota.

Dr. Etemad has extensive support for the humanities serving on the North Dakota State Humanities Council for six years. Currently she is a member of the American Association of Community Colleges, a member of the American Association Community Colleges Rural Policy Roundtable, a Charter Member of the Board of Directors and past president of the American Association of Community Colleges National Council, 2nd vice President of the Council of North Central Two-Year Colleges, State Coordinating Committee, Two-Year Faculty Development Grant, Bush Foundation, and the North Dakota State University System Diversity Council.

Mayville State University – Paul Olscamp

Interim president Paul Olscamp was previously president of Bowling Green State University, Ohio, and Western Washington University in Bellingham, Washington. He was president at Bowling Green from 1982 to 1995 after serving at Western Washington University from 1975 to 1982. After retirement from Bowling Green, he was interim president of the University of South Dakota in Vermillion, SD for ten months.

Olscamp has received a B.A. & M.A. from the University of Western Ontario along with a Ph.D. from the University of Rochester. He has served in numerous instructing and administrative positions such as Professor of Philosophy at Syracuse University and Vice President for Academic affairs at Roosevelt University.

Olscamp has also published several books, some on the subject of philosophy. He and his wife have a home in Coeur d'Alene, Idaho.

Campus Directory (cont.)

Minot State University – H. Erik Shaar

H. Erik Shaar became the seventh president of Minot State University in July 1992, coming to the university from Lake Superior State University, Sault Ste. Marie, Michigan, where he had been president since 1986. He earned his bachelor's degree in education at West Chester (PA) State College, and, as a cellist, he performed with the U.S. Air Force Band and Symphony Orchestra from 1959 to 1963. He studied at the New School of Music in Philadelphia, PA, and earned his doctorate in musicology from the Catholic University of America in Washington, D. C.

Shaar is a member of the Minot Chamber of Commerce Board of Directors, the Minot Area Development Corporation Board of Directors, the Minot Rotary Club, and he has served on the Northern States Power Company's North Dakota Advisory Board and the UniMed Medical Center Board of Directors. He has been an active member of the American Association of State Colleges and Universities, and has chaired the AASCU's Commission on the Rural Agenda.

Minot State University – Bottineau Campus – Ken Grosz

A native of Kulm, ND, Dr. Ken Grosz was named campus dean of Minot State University-Bottineau Campus in April 2001. Prior to this appointment, he was the Associate Dean for Student Affairs and has been at MiSU-Bottineau Campus since 1975.

Grosz graduated from the University of South Dakota with a Doctorate in higher education administration. He also earned a Master of Science degree in guidance and counseling from North Dakota State University and a Bachelor of Arts in psychology and history from Jamestown College. He began his career as a school counselor in Walhalla, ND, in 1971.

He has been active in community affairs and professional organizations: Chamber of Commerce, St. Andrews Health Center Board of Directors, MSU-Bottineau Foundation, Home Rule Charter Commission, Economic Development Corporation, NDUS Student Affairs Council, ND Association of Registrars and Admissions Officers, ND Counselors Association, and ND College Personnel Association.

North Dakota State College of Science – Sharon Hart

Sharon Y. Hart, Ph.D., the 8th president of the North Dakota State College of Science in Wahpeton, joined NDSCS in July 2000 after being selected by the North Dakota State Board of Higher Education that April. She brings to NDSCS more than 20 years of education experience that includes teaching, consulting, and administrative expertise.

Before coming to NDSCS, she was president of Middlesex Community College, Middletown, Conn., for three years, vice president for academic affairs and student services at North Central Technical College, Wausau, Wis., for two, and administrative dean at Madison Area Technical College, Madison, Wis., for five years. Her other higher education experiences were at the

Campus Directory (cont.)

University of Illinois, City College of Chicago, and the Indiana Vocational and Technical College in Terra Haute.

She received her Ph.D. degree in vocational and technical education from the University of Illinois, her M.S. degree in family and consumer economics from Indiana State University, and her B.S. degree in vocational home economics, agriculture, and natural resources from Michigan State University. She serves as a commissioner with both the American Council on Education and the American Association of Community Colleges. She is a member of the American Technical Education Association, American Association of Women in Community Colleges, Phi U Honor Society, Omicron Tau Theta, and Epsilon Pi Tau.

Dr. Hart resides in Wahpeton with her husband Dan Bintz and their three children, Gavin, Danielle, and Micah.

North Dakota State University – Joseph Chapman

Joseph A. Chapman took over his duties as North Dakota State University's 13th president in June 1999. Noted for his ability to coordinate collaborative efforts and his commitment to enhance and integrate research programs, Chapman has challenged the university to advance to the level of Doctoral and Research University-Extensive in the Carnegie classification system. This requires the graduation of 50 or more doctorates in at least 15 academic disciplines per year. Another priority for Chapman is the new NDSU Research and Technology Park, which integrates educational applications into research and practical applications with business and industry.

Before coming to NDSU, Chapman served as senior vice president and provost at Montana State University, Bozeman, where he also served as a professor of biology. Among his responsibilities were a wide array of statewide initiatives, including a system of academic and outreach programs at Montana's two-year and four-year campuses. Prior to joining Montana State in 1996, he was dean of the College of Natural Resources at Utah State University. From 1969 to 1983, he worked at the University of Maryland, College Park, advancing to head the Appalachian Environmental Laboratory. He also was a wildlife biologist for the U.S. Fish and Wildlife Service from 1965 to 1967. President Chapman is a fellow of the Institute of Biology, London.

Chapman earned his bachelor's degree, master's degree and doctorate from Oregon State University, Corvallis. He lists 11 books and editorships, eight monographs, 31 book chapters and symposia proceedings, 67 journal publications and more than 100 reports and popular articles.

University of North Dakota – Charles Kupchella

Dr. Charles E. Kupchella is the tenth president of the largest institution of higher education in the Dakotas, Montana, Wyoming and western Minnesota. He came to the University on July 1, 1999, from Southeast Missouri State University, where he was Provost and Professor of Biology.

Campus Directory (cont.)

At UND, Kupchella has been a proponent of strategic planning, the results of which are already evident on a number of fronts, including, among others, enrollment management, expansion of the graduate school, and growth in external research funding.

Kupchella began his career in 1968 as a biology faculty member at Bellarmine College in Louisville, Ky. From 1973 to 1979 he was an associate professor of oncology at the University of Louisville and served as associate director of its Cancer Research Center. From 1979 to 1985 he was chair of the Department of Biology at Murray State University. He was dean of the Ogden College of Science, Technology and Health at Western Kentucky until 1993, when he joined Southeast Missouri State University.

A native of Natny Glo, Penn., Kupchella received his B.S. ED. in biology from Indiana University of Pennsylvania (1964) and his Ph.D. in physiology and microbiology from St. Bonaventure University (1968). He did post-doctoral research at the University of Illinois in 1969.

Kupchella is a widely published researcher and author whose output includes more than 50 scientific articles, 100 scientific presentations, and three books. He is past president of the American Association for Cancer Education.

Valley City State University – Ellen Earle Chaffee

Ellen-Earle Chaffee has been president of Valley City State University since 1993. From then until 2002, she was also president of Mayville State University, a unique arrangement that won the administrative leadership award from the American Association of University Administrators. The universities were among the first in the nation to integrate information technologies into the teaching and learning processes, in part by providing notebook computers to all students and faculty. The universities have been featured in three national studies of instructional innovation and three national feature stories (*New York Times, EDUCAUSE Quarterly*, and *Computerworld*), won three national awards, and received a number of highly competitive federal and foundation grants. In 2001, *Computerworld* named Chaffee one of its Premier 100 IT Leaders and the Information Technology Council of North Dakota presented her with its first Pioneer in Education Award. In 2002, she received the Educator Award from the Greater North Dakota Association, the Hi-Liner Award from the Valley City Chamber of Commerce, and the Legacy Award from Preservation North Dakota.

Dr. Chaffee has been national president of two major higher education associations (the Association for Institutional Research and the Association for the Study of Higher Education) and served nine years on the national accrediting board for pharmacy education. Her previous positions were in research, state system academic affairs, student affairs, and equal opportunity. She has written five books and many articles on strategic management, quality, innovation, and leadership. She is frequently an invited speaker at local, regional, and national events. Her community service focuses on rural economic development. She earned a Ph.D. in higher education administration and policy analysis at Stanford University.

Campus Directory (cont.)

Williston State College – Joe McCann

Dr. Joseph E. McCann assumed his duties as president of Williston State College on July 1, 2000. Dr. McCann obtained his Bachelor of Science in Education degree from the University of South Dakota at Springfield in 1967, his Master's Degree from Purdue University, West Lafayette, IN in 1972, and his Doctorate degree from the University of Nebraska at Lincoln in 1989.

Dr. McCann has 15 years of administrative experience, having worked at Western Nebraska Community College in Sidney, NE; Highland Community College in Highland, KS, and Tomball College in Houston, TX. He was a teacher for 20 years, 13 of those years at community colleges in Minnesota and Nebraska and seven years as a high school teacher in South Dakota and Iowa.

He has experience in a large urban multi-college district that has grown dramatically as well as in rural community colleges. His experience includes partnerships, high-tech programs start-up, liberal education, business & industry training and college advancement.

NORTH DAKOTA
UNIVERSITY SYSTEM

Highlights

December 2002

2001 and 2002 SBHE Major Accomplishments

In 2001, the State Board of Higher Education (SBHE):

- Took formal action to adopt the expectations and recommendations of the *Roundtable Report* and to move aggressively toward implementation
- Supported all legislation introduced by the 1999 – 2000 Interim Higher Education Committee
- Developed a new North Dakota University System (NDUS) strategic plan based on roundtable recommendations
- Adopted new NDUS mission and vision statements that reflect the University System's continued emphasis on high quality education, as well as its responsibility for enhancing the economy of North Dakota
- Focused the SBHE objectives and work plan on recommendations outlined in the *Roundtable Report*
- Developed campus alignment plans which describe what the campuses are doing, and intend to do, to implement the recommendations included in the six cornerstones of the *Roundtable Report*
- Responded to rapidly changing educational needs by taking action on 76 requests to eliminate existing programs, offer new programs and provide programs via distance education (July 1, 2000, to June 30, 2001)
- Revised the criteria for approving new programs with the expectation that new programs will contribute to meeting the expectations of one or more cornerstones developed by members of the roundtable
- Hosted a research and development summit as a cooperative effort with Economic Development and Finance (ED&F)
- Sought input on strengthening relationships and increasing collaboration with business and community leaders around the state in conjunction with SBHE meetings

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SBHE Major Accomplishments (cont.)

- Completed the start-up phase of the workforce training legislation

- Increased educational access by:
  - Providing campuses broad discretion to grant tuition waivers and additional tuition pricing flexibility
  - Joining the Midwest Higher Education Commission (MHEC) student exchange program

- Adopted a new enrollment-reporting model to provide more comprehensive enrollment information

- Received NCA approval of the North Dakota University System Online (NDUSO), a system-wide collaboration to deliver online programs

- Provided increased flexibility by:
  - Revising the University System policy manual to eliminate or streamline policies delegating operational responsibilities to the chancellor and/or presidents
  - Implementing a broadband employee classification system

- Approved a long-term financing plan and resource allocation model as recommended in the *Roundtable Report*

- Published the first annual financial and non-financial accountability measures report as required by SB 2003

In 2002, the State Board of Higher Education (SBHE):

- Began system-wide implementation of *ConnectND*, a comprehensive financial, human and student resource management software system

- Allocated Campus Initiative Funds from the 2001 – 03 Equity and Special Needs Block Grant

- Launched *Project Vital Link*, a mail campaign aimed at attracting more North Dakota high school students to NDUS colleges and universities

- Continued response to rapidly changing educational needs by taking action on 134 requests to eliminate existing programs, offer new programs and provide programs via distance education (July 1, 2001, to June 30, 2002)

- Approved *Success II*, a plan to better position Mayville State University and Valley City State University for the future, including elimination of the shared presidency

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SBHE Major Accomplishments (cont.)

- Approved annual business plans for the four workforce training quadrants
- Directed the development of a draft plan for a Red River Valley Research Corridor
- Directed the development of an NDUS expertise resource inventory
- Developed an NDUS enrollment management/service plan
- Held a board meeting at Fort Berthold Community College to discuss opportunities for collaboration between the tribal colleges and public higher education system
- Hosted the first NDUS Arts and Humanities Summit
- Hosted *R & D Showcase II* in partnership with the North Dakota Department of Commerce
- Participated in recognition of the success of the Roundtable on Higher Education from the Council of State Governments and the Community College Futures Assembly; the roundtable received the prestigious Innovations Award from the Council of State Governments and the Bellwether Award from the Futures Assembly

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December 2002 2001 and 2002 NDUS Campus Highlights

BISMARCK STATE COLLEGE

- The Tom and Frances Leach Music Center addition was completed in April 2001, providing state-of-the-art rehearsal facilities for music students.
- BSC continued its leadership role in providing online education. Offerings in Spring 2002 included four associate's degree or certificate programs, and an associate in arts degree with emphasis in criminal justice. Online enrollment in Spring 2002 was nearly 700 students.
- In the summer of 2002, BSC received a National Science Foundation grant of $900,000 to establish the Electrical Transmission Systems Technology Program, an online associate degree program developed in partnership with the energy industry.
- In FY2002, BSC coordinated training for 2,787 people from 350 businesses in the Southwest Workforce Training Region, netting a 12.5 percent increase in the number of businesses served compared to FY2001.
- BSC developed seven new programs during FY2001 and FY2002, some through collaboration with other institutions.

DICKINSON STATE UNIVERSITY

- A total of 78 students currently participate in DSU's Theodore Roosevelt Honors/Leadership Program.
- More than 700 participants attended DSU's Great Plains Population Symposium Project, which included a symposium in Bismarck in October 2001 and another at DSU in April 2002.
- DSU's degree completion programs in Williston, Dickinson, Bismarck, Bowman, Hettinger and Scranton continued to grow during Fall 2002 and serve students in outlying areas.
- In November 2002, DSU was selected as one of only 10 universities in the country to participate in the Global Access Project in cooperation with the U.S. Department of State. This program will provide unique opportunities to explore careers in international relations and public diplomacy.
- New programs in psychology, agriculture studies, manufacturing technology and an online option in equine management attracted more than 200 new students to DSU in Fall 2002.

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NDUS Campuses Highlights (cont.)

Lake Region State College

- In 2001, LRSC earned 10-year NCA re-accreditation, including the distinction of requiring no focus visits or follow-up reports during that time period.

- In 2001, LRSC partnered with BSC and WSC in the development of a practical nursing program designed to reduce the nursing shortage in the northeast quadrant of the state. Later in the year, LRSC received the largest of nine grants awarded by Blue Cross Blue Shield of North Dakota. The $91,000 grant was used to develop and implement a distance learning program in practical nursing. Another grant in the amount of $104,219 was awarded by Dakota Medical Foundation for a collaborative distance education program to train practical nurses in rural North Dakota.

- In 2001, LRSC developed a Sign Language and Interpreting Studies Program in cooperation with the North Dakota School for the Deaf.

- In the summer of 2002, LRSC and the Fargo Police Department teamed up to offer LRSC's Peace Officer Training Program in Fargo. This training addressed the critical shortage of police officers in Fargo and statewide.

- In 2002, LRSC was awarded a four-year, $800,000 TRIO-Student Support Services Grant from the Department of Education. This grant will be used to motivate and support students from disadvantaged backgrounds.

Mayville State University

- MaSU developed the region's first bachelor of applied science (BAS) degree, offering majors in business administration and computer information systems. The program assists associate of applied science (AAS) degree holders who want to pursue advanced degrees. It was approved by the SBHE in January of 2002.

- MaSU was a key player in establishing the Heart of the Valley Interactive Video Network Consortium, a consortium that includes MaSU, 16 high schools and one vocational center. Delivery of dual-credit college courses and various shared courses began in the fall of 2002.

- MaSU's Teacher Education Program was awarded continuing accreditation from the National Council for Accreditation of Teacher Education (NCATE) in 2001. The accreditation period is five years, the maximum allowed.

- Each MaSU graduate will earn a certificate attesting to skills in information technology. Students who began college at MaSU in Fall 2001 will be the first to earn the IT certification along with their degree of choice.

- MaSU is North Dakota's only institution that provides a comprehensive child development program, offering Early Head Start, Head Start, Even Start, child care and after-school programming to clients in five counties, ages birth to 13 and pregnant women.

NDUS Campuses Highlights (cont.)

- The Traill County Technology Center, a business incubator on the MaSU campus, currently hosts five businesses that employ more than 20 people with annual payrolls of about $625,000.

Minot State University

- MiSU is a leader in offering Internet courses and four-year online degrees; about 100 classes currently are offered.

- The $9 million renovation of Old Main and its performance auditorium, Ann Nicole Nelson Hall, is on schedule. Academic units re-occupied Old Main in Fall 2002. The reconstruction added 12,000 square feet, upgraded mechanical and electrical systems, and included new finishes throughout the building. The result is an improved aesthetic and technological learning environment for students. Remodeling of the regionally used performance hall will be completed in January 2003.

- Lori Willoughby, MiSU associate professor of business information technology, was named 2002 Carnegie Foundation for the Advancement of Teaching North Dakota Professor of the Year. The U.S. professors of the year awards are the only national honors for excellent teaching in higher education. Four national and 46 state winners were selected from more than 400 nominations.

- MiSU garnered more than $3.9 million in external grants during the 2002 academic year. This funding came from a variety of federal and state agencies, as well as private foundations.

MiSU-Bottineau Campus

- In 2001, MiSU-Bottineau collaborated with the city's Economic Development Corporation and SUN Microsystems to create a new technology center. The college also negotiated a contract to provide SUN Microsystems' corporate training in North Dakota.

- In 2001, MiSU-Bottineau also expanded its distance education initiatives by offering workforce training in advanced medical transcription and medical insurance billing and coding.

- In 2002, MiSU-Bottineau students majoring in network engineering spent the summer wiring three residence halls and all classrooms with high-speed Internet access. Students now have Internet access 100 times faster than the standard T1 lines. The project was completed with the assistance of United Telephone and Turtle Mountain Communications.

North Dakota State College of Science

- NDSCS has been planning its centennial celebration for 2003. The college admitted its first students in 1903 as the North Dakota Academy of Science. Today, NDSCS has more than 52,000 living alumni.

- NDSCS strengthened its commitment to workforce training in the fall of 2002 by establishing a partnership with the Jamestown/Stutsman Development Corporation and hiring a training and projects coordinator in Jamestown to help NDSCS serve that area of the state's southeastern quadrant. Last year, NDSCS provided workforce training for 2,335 individuals and 737 businesses.

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NDUS Campuses Highlights (cont.)

- NDSCS has been exploring an exchange partnership with ROC Eindhoven, a regional technical college in the The Netherlands. Two Eindhoven students completed internships through NDSCS in spring 2002, and six administrators and faculty members visited Wahpeton in October 2002 to discuss a formal agreement.

- Fall 2002 enrollment included 2,439 students from 31 states and several foreign countries, resulting in NDSCS's largest student body in five years. The number of part-time students increased 35.6 percent, and the number of students taking classes for credit via the Internet nearly tripled (a 274-percent increase).

NORTH DAKOTA STATE UNIVERSITY

- NDSU is experiencing an era of unprecedented growth. Enrollment has risen by 14 percent since 1999, mostly in the area of graduate students. Research expenditures have grown to $80 million with a goal of $100 million. In the past three years, 19 new doctoral programs have been approved.

- NDSU is expanding its role as an engaged university by using technology to deliver research-based education and to interact with business and industry throughout the state.

- NDSU students are involved in the off-campus community. In a recent semester, they contributed close to 60,000 hours of community service and academic service-learning to the area.

UNIVERSITY OF NORTH DAKOTA

- New external grants for research and program development reached $54.6 million in 2001-2002, up for the fifth straight year.

- A new Center of Biomedical Research Excellence, supported with a $10.3 million federal grant announced this fall, has been established to conduct research into disorders such as Alzheimer's Disease.

- A new arrangement with WSC allows students to begin work on an aviation degree – including the pilot training component – and transfer to UND at the end of two years.

- More than 600 program articulation agreements have been approved with 26 partner two-year colleges. New course equivalency agreements are in place with 60 two-year colleges. Overall, about one-third of new undergraduates in Fall 2002 were transfers.

- The new 11,406-seat Ralph Engelstad Arena successfully completed its first year in the black. More than 330,000 paid guests enjoyed the facility.

NDUS Campuses Highlights (cont.)

VALLEY CITY STATE UNIVERSITY

- *US News & World Report* named VCSU a top Midwest college for the fifth year in a row.
- In 2002, the International Society for Technology in Education gave its only Distinguished Achievement Award to VCSU. Other awards received this biennium include the Information Technology Council of North Dakota's Pioneer Award, the Legacy Award from Preservation North Dakota and the Greater North Dakota Association's Educator Award.
- The State Board of Higher Education endorsed the results of a major consulting study that restored a full-time presidency to VCSU and outlined recommendations for future success of the university.
- VCSU partnered with city groups to build and maintain a $1.4 million Regional Technology Center, spun off its adventure-learning unit to become a private for-profit entity and was a key partner in Valley City winning the League of Cities 2001 City of the Year Award.

WILLISTON STATE COLLEGE

- In academic year 2001, WSC trained employees in 14 primary sector businesses, increasing the number of employees trained by the Northwest Quadrant Workforce Training Program by 80 percent to 1,765 employees. In academic year 2002, WSC's workforce training program increased the number of businesses served by 52 percent to 129 businesses; 36 were primary sector businesses.
- In 2001, WSC received approval for six new certificate programs and began offering an AAS degree in entrepreneurship, as well as an online AAS degree in medical transcription.
- The college provided an automotive program to students at Williston High School and a dual-credit Spanish class to students at three area high schools via interactive television.
- WSC held groundbreaking ceremonies for the Health Science and Sports Complex on May 14, 2002.
- The State Board of Higher Education approved a flat tuition schedule for WSC for Fall 2002.
- In September 2002, updated WSC mission, vision and values statements were approved by the State Board of Higher Education.

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NORTH DAKOTA
UNIVERSITY SYSTEM

Highlights

December 2002

2003 Legislative Priorities

THE VISION DEVELOPED BY THE ROUNDTABLE ON HIGHER EDUCATION: *"The NDUS, in ten years, will have created a win-win strategic alliance with the economic entities in the state and is a major player and primary engine in reversing the economic and demographic trends of the 1990s; it will have high quality, innovative learning opportunities, tailored to the needs of individual clients, readily accessible to all adult learners in the state; and it will have proven to be a solid investment for the state and is seen as such by its citizens."*

As such, the NDUS is viewed as ***the vital link to a brighter future*** for the state and its citizens.

Legislative priorities essential for continued progress toward achieving the vision of the roundtable include:

RETAIN "FLEXIBILITY WITH ACCOUNTABILITY" BY RE-ENACTING THE FOLLOWING 2001 LEGISLATION AS PERMANENT LAW

- Flexibility in the amount and use of tuition and all other revenues received by the campuses
- Carryover of unspent general fund appropriations from one biennium to the next
- Streamlined appropriations through block grants
- Retaining and adhering to the agreed-upon set of fiscal and performance accountability measures

The benefits and results of flexibility with accountability are:

- The State Board of Higher Education (SBHE) is better able to focus its efforts and resources on high-priority needs of the state and North Dakota University System (NDUS).
- Campuses are better able to manage spending priorities and allocate resources to high priority needs, without burdensome approval processes.
- Campuses are better able to manage expenditures over an extended period of time (biennium to biennium), rather than rushing to "spend" or "lose" the appropriation by the end of the biennium.
- Campuses are attracting more non-state revenue sources from federal grants and private partnerships.
- Campuses are developing many more private sector partnerships through entities such as research and technology parks and centers of excellence.

SUPPORT THE SBHE'S NEEDS-BASED BUDGET REQUEST WHICH IS CONSISTENT WITH THE LONG-TERM FINANCE PLAN

The State Board of Higher Education's needs-based budget request will enable the NDUS to continue being an engine for economic growth. This growth will result from implementation of high-priority action items recommended in the six cornerstones of the Roundtable Report, including:

- Continued development in responsiveness to the needs of clients
- Further expansion of access to higher education, training and life-long learning
- Maintaining the quality of programs offered
- Sustained connectivity of the NDUS to the state and its citizens
- Long-range financial planning tied to roundtable expectations of the NDUS

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2003 Legislative Priorities (cont.)

The SBHE also recommends using the new board-approved, long-term finance plan and budget resource allocation model. This plan will:

- *Provide stable base funding for each campus*
- *Recognize fixed cost increases for all campuses (i.e. parity)*
- *Fund equity with peer institutions, consistent with campus missions*
- *Encourage entrepreneurship and reward success*
- *Encourage diversification of revenue sources (e.g. state, student, private, other)*
- *Create a shared funding responsibility between the state and students*
- *Allow the State Board of Higher Education and campuses to be responsive to changing priorities*

Maintain at least 21 Percent of the State General Fund budget for Higher Education

If the legislature is unable to fund the needs-based budget, the SBHE recommends maintaining at least the current 21 percent of the state general fund for the NDUS.

If the NDUS state general fund budget is reduced to less than the current appropriation levels, the State Board of Higher Education will recommend prorating reductions across the system, based on each entity's share of current 2001-03 state general fund appropriations. The impact of these reductions would vary, but would likely include the following:

- Additional tuition increases and increased student debt
- Larger class sizes
- Fewer classes
- Academic program elimination
- More difficulty recruiting and retaining qualified faculty and staff
- Increased deferred facility maintenance, increasing the long-term costs of major repair and replacement
- More difficulty in keeping pace with technology and equipment for teaching and administrative use
- Fewer student services which may negatively impact student recruitment and retention
- Reduced research efforts and private sector partnerships and loss of external research grant opportunities
- Less interaction and fewer partnerships with the private sector

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2003 Legislative Priorities (cont.)

NORTH DAKOTA UNIVERSITY SYSTEM
SBHE Legislative Budget Priorities
FINAL December 18, 2002

- Support the 2003-05 Executive Budget Recommendation for the NDUS, at a minimum.
- Support the flexibility with accountability legislation introduced by the Interim Higher Education Committee.
- Support block grant/pooled appropriations to the SBHE for allocation to the campuses and programs. Pooled "campus operations" funding would be allocated by the SBHE based on the SBHE long-term finance plan*.
- The SBHE requests legislative consideration of the following funding priorities should additional resources become available:

	Campuses, NDUS Office and Forest Service-HB1003	
1	Fund the general fund portion of cost to continue for the 11 campuses, the Medical School and technology operations in order to reduce or eliminate internal reallocations, and/or tuition increases. FY03 salary increases $2,139,444; inflation, including utilities $3,807,357; 2% annual salary increase $7,018,637; employee health insurance increase $4,512,177; $1,850,000 medical liability insurance; $800,00 UND campus computing and systemwide technology; $51,560 disabled student services increase.	$20.2 million
1	Provide state general fund support for the NDUS portion of the ConnectND project in 03-05 to eliminate the need for an ongoing student fee to cover the cost of the project.	$3.2 million
1	Provide adequate state funding to sustain all currently funded students and the following number of new students in student grant/access programs, comparable to 01-03 award levels: ** • State Grant (2,545 total per year) $0 • Scholar's Program (47 new per year) $295,000 • Professional Student Exchange Prgm. (15 new per year) $105,000 • Indian Scholarship Program (145 total per year) $0 • Technology Occupations Loan Prgm. (133 new per year) $250,000 • Teacher Shortage Loan Forgive Prgm. (81 new per year) $310,000 • Teacher Retraining Scholar Prgm. (6-7 total per semester) $45,000 • Doctoral Programs ($30,000 per year) $0	$1.0 million
1	Provide state bonding for the SBHE's major capital project priorities.	$28.8 million
2	Implement the first phase of the NDUS's long-term finance plan operations-funding goal to achieve 85% of the benchmark in six years.	$32 million
2	Implement the first phase of the NDUS's long-term finance plan capital-assets goal to achieve 100% of formula over 10 years, and address deferred maintenance needs over 14 years.	$10.3 million
2	Implement the first phase of the NDUS's long-term finance plan state-priorities funding goal to achieve an amount equal to two percent of the NDUS general fund appropriation over six years.	$1.8 million
2	Provide funding of expected network growth for voice, video, and data to support classroom instruction, research and distance education.	$400,000
2	Provide funding for equipment upgrades for IVN to support increased port capacity for K-12, NDUS, tribal colleges, and state agency video conferencing use.	$433,000

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2003 Legislative Priorities (cont.)

2	Provide funding for the balance of the ODIN software replacement.	$200,000
2	Provide a 5% increase in state matching funds for EPSCoR. This would generate an additional estimated $400,000 in federal and private dollars.	$200,000
	For Extension Service, Experiment Centers, NCI and UGPT Institute – HB1021	
1	Fund general fund portion of cost to continue FY03 salary increases, 2.5% annual operating inflation and amount needed to fund salary increases of 2% per year (as opposed to 1\2%) to reduce or eliminate internal reallocations and/or fee increases.	$1.5 million
1	Restore general fund to 100% of 2001-03 adjusted appropriation.	$1.6 million
2	Provide funding equivalent to 12% general fund increase (net of cost to continue) authorized by the SBHE for the needs-based budget request.	$5.3 million
	Other-HB1003	
1	Provide revenue bond authority to BSC for the construction of the Career and Technology Institute.	$8.3 million

* The long-term finance plan mandates that *current* general fund appropriations not be reallocated among campuses. The plan also requires a portion of *increased* state general appropriations be allocated both to parity (e.g. inflation, salary and health insurance increases, etc.) and to resolve equity differentials based on campus peer benchmarks and unique state/student funding shares. Funding parity is the first priority; however, no more than 80% of all new funding should be allocated to parity and no less than 20% of new funds be allocated to equity.

**

	01-03 Budget	**03-05 Hold Even**	**03-05 Priorities**
State Grant	2,482/2,545	2,545	2,545
Scholar's Program	47 per year	22 per year	47 per year
PSEP	15 per year	12 per year	15 per year
Indian Scholarships	145	145	145
Tech Occupations	63/133	74 per year	133 per year
Teacher Shortage	81 per year	0, plus cont'd cuts	81 per year
Teacher Retraining	6-7 per semester	4-5 per semester	6-7 semester
Doctoral Programs	$30,000 per year	$30,000 per year	$30,000 per year
(for teacher retraining assumes $4,500 per semester, including stipend of $2,000 per student)			

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NORTH DAKOTA
UNIVERSITY SYSTEM

Roundtable Rec. & Board Objectives

December 2002

Summary of Roundtable Report

Following is a summary of the key components of the Report of the Roundtable – *A North Dakota University System for the 21st Century*:

Steps must be taken to ensure:

- **North Dakota's future is not an extension of the trends of the past,**
- **All of North Dakota must benefit from a stronger economy, and**
- **The economic vitality of North Dakota is closely linked to the North Dakota University System.**

Those were the three fundamental conclusions arrived at by a group of 61 state leaders who spent seven months studying global forces and projections, examining North Dakota's economic and demographic trends, and developing recommendations for creating a North Dakota University System for the 21st century.

I. Legislative Initiative

The 1999 North Dakota Legislative Assembly passed a resolution directing a study of the North Dakota University System to specifically address:

1. The expectations of the NDUS in meeting the State's needs in the 21st century
2. Funding methodology needed to meet those expectations
3. Accountability system and reporting methodology

II. Roundtable Formed

A Roundtable was formed consisting of 61 state leaders – 21 legislators and an additional 40 leaders from the private sector, government, and education – to assist the Interim Committee on Higher Education in conducting the study. (See Attachment for a listing of members).

III. The Challenge

Expectations. The Roundtable members were challenged by chairman, Senator David Nething, to look to the future, think outside the box, be bold but also realistic, be non-parochial, and bring forth a clear set of expectations to serve as the cornerstones upon which the North Dakota University System for the future should be built.

Accountability. The Roundtable was also asked to identify and agree upon a reasonable number of accountability measures for the University System to replace the extensive, and often conflicting, accountability measures currently being applied. The accountability measures identified were to be consistent with the expectations for creating a University System for the 21st century; i.e., high quality, responsive, entrepreneurial, flexible, and accessible. The desired result, as stated by the Roundtable, is a University System characterized by: ***"flexibility with accountability."***

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Summary of Roundtable Report (cont.)

IV. Goal of the Roundtable

The goal developed and agreed upon by the Roundtable is:

"To enhance the economic vitality of North Dakota and the quality of life of its citizens through a high quality, more responsive, equitable, flexible, accessible, entrepreneurial, and accountable University System."

V. Cornerstones

The Roundtable identified six key cornerstones on which to build a university system for the future. Those cornerstones are:

1. **Economic Development Connection-**
   Increase the direct connections and contributions of the University System to the economic growth and social vitality of North Dakota.
2. **Education Excellence-**
   Provide high quality education and skill development opportunities which prepare students to be personally and professionally successful, readily able to advance and change careers, be life-long learners, good citizens, leaders, and knowledgeable contributing members of an increasingly global and multi-cultural society.
3. **Flexible and Responsive System-**
   Create a University System environment which is responsive to the needs of its various clients and is flexible, empowering, competitive, entrepreneurial, and rewarding.
4. **Accessible System-**
   Create a University System which is proactively accessible to all areas of North Dakota and seeks students and customers from outside the state. It provides students, business, industry, communities, and citizens with access to educational programs, workforce training opportunities, and technology access and transfer – and does so with the same performance characteristics as described in the "Flexible and Responsive System" Goal.
5. **Funding and Rewards-**
   Develop a system of funding, resource allocation, and rewards which assures quality and is linked to the expressed high priority needs and expectations of the University System – assures achievement of the expectations envisioned.
6. **Sustaining the Vision-**
   Develop a structure and process which assures the University System for the 21st Century, as described by these goals, remains connected, understood, relevant, and accountable to the present and future research, education, and public service needs of the state and its citizens – sustaining the vision.

Summary of Roundtable Report (cont.)

VI. Summary of Recommendations

The Roundtable, through the task forces for the six cornerstones, developed a total of 92 specific recommendations to implement the intentions and expectations called for in the six cornerstones. The 92 recommendations were condensed into 27 summary recommendations. The main thrusts of the collective set of recommendations of the Roundtable, by assigned responsibility, are:

State Board of Higher Education

1. Take the leadership in ensuring key steps required for implementation of the Roundtable are taken, specifically to develop and recommend (to the legislative and executive branches):
   - A long-term plan for the financing of the NDUS.
   - A resource allocation mechanism.
   - Accountability mechanisms, both performance and fiscal.
2. Change policies and procedures to empower campus presidents; grant to the campuses the same conditions being sought for the NDUS – flexibility with accountability.
3. Develop a University System which has intellectual capacity and programs aligned with the needs of the State.
4. Develop a delivery system capable of making the capacities of the NDUS accessible to all of North Dakota.
   - Learning Centers.
   - Distance delivery.
   - Collaborative delivery.
   - Duplicated programs where appropriate.
5. Cooperate with other participants in collectively moving the agenda forward.

Executive Branch

1. Assume the leadership in ensuring the necessary technology infrastructure is extended throughout North Dakota.
2. Work with the SBHE and the legislature in devising funding and accountability mechanisms and then:
   - Revise and simplify the budget process in conformance with these agreements.
   - Modify accountability mechanisms – both performance and fiscal – to make them consistent with those of the other key actors.
3. Be a full participant in efforts to communicate to the public and other audiences the message emerging from the Roundtable and to move the agenda forward.

Legislature

1. Work with the Executive Branch to ensure the necessary technology infrastructure is extended throughout North Dakota
2. Work with the SBHE and the Executive Branch to create agreed-upon funding and accountability mechanisms and then:
   - Modify budget and appropriation processes so they are consistent with the directions and expectations of the Roundtable.
   - Utilize the agreed-upon accountability process.

Summary of Roundtable Report (cont.)

- Bring the audit function into conformance with the intent of the Roundtable.

3. Take steps to ensure actions of the legislature and its staff reflect a relationship with NDUS which grants flexibility with accountability.
4. Participate with other entities in communicating the agenda which has emerged from the Roundtable and in continuing the process in future years.

The NDUS

1. The NDUS take steps to ensure the collective capacity of its campuses – intellectual assets and programs – are aligned with the needs of the State and its citizens. In this regard, find ways to utilize the strengths of tribal colleges, private institutions, and other providers to expand the educational asset base available to the citizens of North Dakota.
2. Expand the definition of institutional clients to include non-traditional students, employers, and other groups in addition to the traditional student body which has been the hallmark of the NDUS.
3. Create a delivery system which can make these intellectual assets accessible to citizens throughout the State.
   - Learning Centers
   - Technology
4. Provide the staff leadership necessary to create new financing, resource allocation, and accountability mechanisms.
5. Create a culture, policies, and practices which support and reward entrepreneurial behavior and responsiveness to clients on the part of campus leaders and staff.
6. Develop the information systems and processes to ensure accountability can be (and is) demonstrated in accordance with the agreed-upon measures.

Campuses

1. Create unique, high quality institutional strengths – capacities which serve to make the NDUS, as a system, a stronger enterprise and one which is aligned with the needs of the State and its citizens.
2. Collaborate with others in utilizing these strengths in ways which serve the identified needs of clients throughout the State. Minimize the barriers to accessing these assets.
3. Develop internal values, policies, and behaviors which encourage and reward entrepreneurship and responsiveness to the needs of clients.
4. Strengthen ties to clients, engaging them in meaningful relationships and developing mutually rewarding partnerships. Become engaged campuses.
5. Develop academic programs which help students understand the application of their knowledge at places of employment and in the larger society.
6. Put in place those mechanisms to ensure their end of the "flexibility for accountability" agreement is upheld.

Summary of Roundtable Report (cont.)

Private Sector

1. Work with institutions to ensure educational providers understand expectations regarding skills and knowledge of college graduates.
2. Collaborate with institutions in ensuring students gain an appreciation for application of their learning – internships, mentorships, etc.
3. Participate in statewide efforts to expand and diversify the economy of the State.

The Roundtable also identified a total of 84 potential accountability measures for which the University System would be accountable. Those 84 were condensed into 34 accountability measures for the six cornerstones and are presented in the Roundtable Report.

The results of the study by the Roundtable including the cornerstones, specific recommendations and accountability measures, are published in a report titled, "A North Dakota University System for the 21st Century, May 25, 2000." The Report is available through the North Dakota Legislative Council, the University System Office, or from any of the NDUS campuses. The Report is also available on the Web at: www.ndus.nodak.edu

Summary of Roundtable Report (cont.)

Current Members of the Roundtable on Higher Education

* = Charter member, or year added

	Name	Title	Organization	Address	Business Type	EconSec
Chair, Roundtable						
*	Nething, David	State Senator		PO Box 1059, Jamestown ND 58402-1059	Legal	Service
Accessible System						
2001	Christenson, Linda	State Senator		812 Belmont Rd, Grand Forks, ND 58201-4930	English Teacher	Education
*	Jensen, Jim	Chairman	Trinity Medical Center Board	PO Box 2189, Minot ND 58702-2189	Health	Health
*	Johnson, Nancy (vice chair)	State Representative		1308-A Empire Rd, Dickinson ND 58601-3615	Home Economist	Manuf
*	Kemnitz, David	President	AFL-CIO	1323 E Front Ave, Bismarck ND 58504-6061	Labor Union	Service
*	Kunkel, Richard	Vice Pres/SBHE		1312 6th St, Devils Lake ND 58301-2812	Ret School Supt	Education
	Kutzer, Wayne	Director	Vocational & Technical Education	600 E Boulevard Ave, Bismarck ND 58505	SBVTE	Education
	Leitner, Philip			345 7th St NE Apt A205, Valley City ND 58072-2658	Student	Student
2001	Metcalf, Ralph	State Representative		11819 33rd St SE, Valley City, ND 58072-9404	Farming	Agriculture
*	Quamme, Ken	Director for Vocational Education	Williston State College	PO Box 1326, Williston ND 58802-1326	Higher Ed	Education
Economic Development Connection						
*	Chapman, Joseph	President	North Dakota State University	PO Box 5167, Fargo ND 58105-5167	Higher Ed	Education
*	Clayburgh, Beverly	Member/SBHE		1626 Belmont Rd, Grand Forks ND 58201-7310	Ret Pl & Hlg	Service
*	Feist, Jennifer	Executive Director	Valley City Barnes County Development Corp	PO Box 724, Valley City ND 58072-0724	Econ Dev	Service
*	Furness, Bruce	Mayor	City of Fargo	200 3rd St N, Fargo ND 58102-4809	City Government	Service
*	Grindberg, Tony	State Senator		2832 39 ½ Ave SW, Fargo ND 58104-7014	STTC	Education
2001	Grosz, Michael	State Representative		1015 N 39th St Apt E17, Grand Forks, ND 58203-2016	Accountant	Service
*	Johnson, Dennis	Chairman	TMI Systems Design	50 S 3rd Ave W, Dickinson ND 58601-3545	Manuf	Manuf

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Summary of Roundtable Report (cont.)

	Name	Title	Organization	Address	Business Type	EconSec
*	Kringstad, Ed	State Senator		1807 N 7th St, Bismarck ND 58501-1807	Ret Althletics	Education
*	Monette, Carty	President	Turtle Mountain Comm College	PO Box 340, Belcourt ND 58316-0340	Higher Ed	Education
2001	Pietsch, Bill	State Representative		PO Box 651, Casselton ND 58012-0651	Economic Dev	Service
Education Excellence						
2002	Askvig, Josh	Member/SBHE		127 11th Ave W Apt 11, Dickinson ND 58601-4867	Student	Coll. Student
*	Dosch, Vern	General Manager	North Central Data Cooperative	PO Box 728, Mandan ND 58554-0728	Communicat ions	Service
2001	Grijalva, James	Faculty Advisor/SBHE	University of North Dakota	PO Box 9003, Grand Forks ND 58202-9003	Higher Ed	Education
2001	Gulleson, Pam	State Representative		PO Box 215, Rutland ND 58067-0215	Nursing	Education
*	Kupchella, Charles	President	University of North Dakota	PO Box 8193, Grand Forks ND 58202-8193	Higher Ed	Education
2002	Lokken, Gloria	President	ND Education Association	PO Box 5005, Bismarck ND 58501-4049	K-12	Education
2002	Robinson, Warren	Exec VP/Treas & CEO	Montana Dakota Utilities Group Inc	PO Box 5650, Bismarck ND 58506-5650	Energy	Energy
*	Sanstead, Wayne	Superintendent	Public Instruction Department	600 E Boulevard Ave, Bismarck ND 58505	Education	Education
*	Welder, Sr. Thomas	President	University of Mary	7500 University Dr, Bismarck ND 58504-9652	Higher Ed	Education
Flexible & Responsive System						
*	Aarsvold, Ole	State Representative		RR 2 Box 12, Blanchard ND 58009-9513	Farming	Agr
*	Flakoll, Tim	State Senator		1350 2nd St N, Fargo ND 58102-2725	Mgr Red Hawks	Service
*	Geurts, Red	Plant Manager	Cargill (ProGold LLC)	18049 Co Rd 8 E, Wahpeton ND 58075-9700	Ag Processing	Manuf
*	Holmberg, Ray	State Senator		621 High Plains Ct, Grand Forks ND 58201-7717	Counselor E & S	Education
*	Knutson, Dale	Machine Tooling	ND State College of Science	800 6th St N, Wahpeton ND 58076-0002	Higher Ed	Education
2002	Morton, Don	Assistant to the CEO	Microsoft Great Plains Business Solutions	1 Lone Tree Rd, Fargo ND 58104-3911	Manuf	Manuf
*	Reierson, Roger	President	Flint Communications Inc	PO Box 2012, Fargo ND 58107-2012	Ad Agency	Service
*	Shaar, Erik	President	Minot State University	500 University Ave W, Minot ND 58707-0001	Higher Ed	Education
Funding & Rewards						
2001	Christianson, Bruce I	Member/SBHE		1421 15th St SW, Minot ND 58701-5796	Real Estate	Service

Summary of Roundtable Report (cont.)

	Name	Title	Organization	Address	Business Type	EconSec
*	Hagen, Gary	VP for Academic Affairs	Mayville State University	330 3rd St NE, Mayville ND 58257-1299	Higher Ed	Education
*	Henke, Bruce	Publisher	Jamestown Sun	PO Box 1760, Jamestown ND 58402-1760	Publish & Broadc	Service
2001	Kingsbury, Ralph	Member/SBHE		14361 72nd St NE, Grafton ND 58237-9042	Farming	Agriculture
2001	Larson, Craig	President/CEO	First Southwest Bank	PO Box 777, Bismarck ND 58502-0777	Banking	
*	Stroup, Chuck	President/SBHE		PO Box 468, Hazen ND 58545-0468	Banking	Service
*	Thigpen, Donna	President	Bismarck State College	PO Box 5587, Bismarck ND 58506-5587	Higher Ed	Education
*	Wardner, Rich	State Senator		1042 12th Ave W, Dickinson ND 58601-3654	Econ Dev	Service
2001	Winrich, Lonny	State Representative		606 S 4th St, Grand Forks ND 58201-4714	College Professor	Education
Sustaining the Vision						
*	Aasand, Hardin	Professor of English	Dickinson State University	291 Campus Dr, Dickinson ND 58601-4896	Higher Ed	Education
2002	Andrews, Sue	Member, SBHE		3358 165th Ave SE, Mapleton ND 58059-9746		
*	Glassheim, Eliot	State Representative		619 N 3rd St, Grand Forks ND 58203-3203	Museum Grnt Wr	Service
*	Goetz, Bill	Chief of Staff	Governor's Office	600 E Boulevard Ave, Bismarck ND 58505	State Gov	Governme nt
*	Hedger, Don	CEO	Killdeer Mountain Manufacturing	PO Box 450, Killdeer ND 58640-0450	Manuf	Manuf
*	Hill, Dennis	Executive VP/General Manager	ND Assoc of Rural Electric Coop	PO Box 727, Mandan ND 58554-0727	Rural Elec Coop	Service
*	Lindaas, Elroy	State Senator		RR 2 Box 91, Mayville ND 58257-9673	Farming	Agr
*	Pitts, Ryn	Senior VP of Health Care & Member Serv	Blue Cross/Blue Shield	4510 13th Ave SW, Fargo ND 58103-7200	Communicat ions	Service
*	Wentz, Janet	State Representative		505 8th Ave SE, Minot ND 58701-4764	Natl Fed Women	Service
2001	Wolfe, Curt	Chief Information Officer	Information Technology Dept - State of ND	600 E Boulevard Ave, Bismarck ND 58505	Inform. Tech.	Governme nt
Ex-Officio						
*	Isaak, Larry	Chancellor	North Dakota University System	600 E Boulevard Ave, Bismarck ND 58505	Higher Ed	Education

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Summary of Roundtable Report (cont.)

Past Members of the Roundtable on Higher Education

Name	Title	Organization	Dates Served
Andreasen, Bethany	Member/SBHE		Charter to June 30, 2000
Bernhardt, Jason	Member/SBHE		2000-2001
Bernstein, Ryan	Member/SBHE		Charter to June 30, 2000
Carlson, Al	Representative	State of North Dakota	Charter to 2001
Caspers, Craig	Member/SBHE		Charter to 8/3/2002
Clemens, Maggie	Student		Charter to 2001
Dalrymple, Jack	Representative (currently Lt. Gov.)	State of North Dakota	Charter to December 2001
Hoeven, John	President (currently Governor)	Bank of North Dakota (State of North Dakota)	Charter to December 2001
Isaacson, William	Member/SBHE		Charter to June 30, 2002
Johnson, Marlowe	Vice President	Otter Tail Power Co.	Charter to 2002
Kibler, Robert	Faculty Rep/SBHE		2000-2001
Koppang, Myron	Representative	State of North Dakota	Charter to 2002
Korsmo, John	Member/SBHE		Charter to July 10, 2001
Laird, Max	President	NDEA	Charter to 2002
Lee, Heather	Member/SBHE		2001-2002
Lloyd, Edward	Representative	State of North Dakota	Charter to 2001
Maragos, Andrew	Representative	State of North Dakota	Charter to 2001
Olson, Mel	State Director	Vocational & Technical Education	Charter to 2001
Peltier, Joe	Member/SBHE		Charter to June 30, 2000
Satrom, Jeanette	Member/SBHE		Charter to June 30, 2001
Solberg, Ken	Senator	State of North Dakota	Charter to 2001
St. Aubyn, Rod	Senator	State of North Dakota	Charter to 2001
Stefonowicz, Bob	Representative	State of North Dakota	Charter to 2001
Sveen, Gerald	Representative	State of North Dakota	Charter to 2001
Tomac, Steven	Senator	State of North Dakota	Charter to 2001
Uecker-Rust, Jodi	Group Vice President	Great Plains Software	Charter to 2002

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